

Bridging the gap for a stronger future



Fiscal Year 2003 - 2004

Bridging the gap for a stronger future



Team Metro

Bridging the Gap for a Stronger Future

Fiscal Year
2003-2004

Annual
Report



Fiscal Year 2003 - 2004





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Carlos Alvarez
Mayor

Board of County Commissioners

Joe A. Martinez, *Chairman*

Dennis C. Moss, *Vice-Chairman*

Barbara J. Jordan

District 1

Dorrin D. Rolle

District 2

Dr. Barbara Carey-Shuler

District 3

Sally A. Heyman

District 4

Bruno A. Barreiro

District 5

Rebeca Sosa

District 6

Carlos A. Gimenez

District 7

Katy Sorenson

District 8

Dennis C. Moss

District 9

Sen. Javier D. Souto

District 10

Joe A. Martinez

District 11

José "Pepe" Diaz

District 12

Natacha Seijas

District 13

Harvey Ruvin

Clerk of Courts

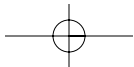
George M. Burgess

County Manager

Robert A. Ginsburg

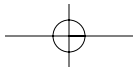
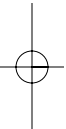
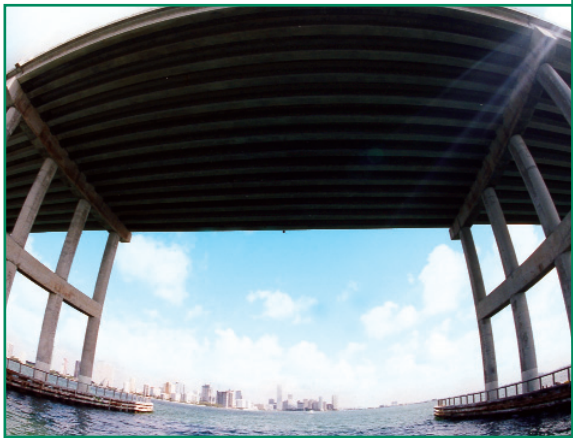
County Attorney

Miami-Dade County provides equal access and equal opportunity
in employment and services and does not discriminate on the basis of disability.



A Look Inside

Mission Statement	3
Manager's Message	4
Director's Message	5
Overview of Team Metro	6
Strategic Plan	7
Functional Table of Organization	8
Director's Office	9
Government on the Go Bus	10
Direct Sales	11
Administrative Services Division	12
Neighborhood Services Division	13
Answer Center Operations Division	14
Regional Offices	15-23
Citizens' Academy	24
Neighborhood P.R.I.D.E. Program	25
Graffiti Eradication	26
Employee of the Year Program	27-28
Awards	29-30
Editorial Committee	31





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro

Mission Statement

Miami-Dade County Team Metro is committed to the delivery of quality service. Our mission consists of three interrelated approaches:

Individual

To provide personalized professional assistance in resolving requests for service that meets or exceeds individual needs

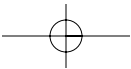
Community

To educate and assist community groups to improve the quality of life in their neighborhoods

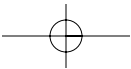
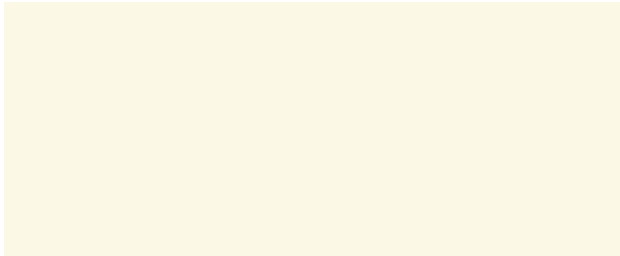
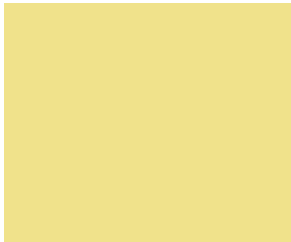
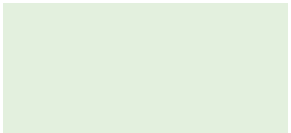
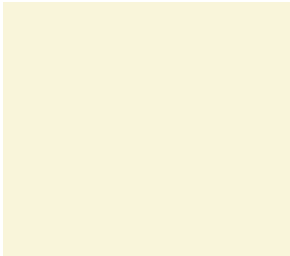
Organizational

To build creative and responsive partnerships with Miami-Dade County which empower employees to provide knowledgeable service in a responsive and courteous manner





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Editorial Committee



Jorge Gomez
Co-Editor



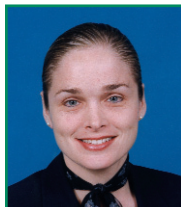
Maria de la Milera



Aneisha Daniel



Maritza Ortega



Suzanne Salichs

A Message from the Editor:



It is with great pleasure that the Editorial Committee presents you with Team Metro's very first annual report. Since its inception, Team Metro has undergone a series of changes and accomplished many goals; this year has been yet another remarkable one for us. From the community projects to the technological advances that we've made, Team Metro continues to improve the quality of life for the citizenry of Miami-Dade County.

Recognizing the importance of informing the public of the services we provide, as well as the milestones that we have reached, Team Metro has produced this report to share with our community how your public dollars are working for you. It is our desire that, through this user-friendly book, your knowledge of who we are and the services available to you are further increased.

We thank all Team Metro staff for the outstanding quality service they provide to our constituents on a daily basis; their dedication is commendable. The Committee extends our heartfelt gratitude to all staff members who assisted and contributed to the creation of this annual report. We also thank our director, Sam Walthour, for having the vision to produce this publication and providing the tools necessary to make it happen. It is through his leadership that Team Metro has continued to provide exemplary service to the people we serve. Special thanks are extended to the Editorial Committee members whose hard work and commitment made this annual report a reality.

Respectfully,

Olga Espinosa, Editor
Annual Report

Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Manager's Message



Dear Neighbor:

In a community as rich in culture, diversity and environment as Miami-Dade County, our residents represent a window to the future of our community. We are home to people from 156 countries that communicate in 64 languages. Despite our diversity, many common ties bind us. We all want good jobs, affordable housing and safe neighborhoods.

As County Manager, I am responsible for the day-to-day administration of one of the largest county governments in the southeast United States with a \$6 billion budget, 30,000 employees and 45 departments serving a population of more than 2.3 million residents. Our Vision Statement is to deliver excellent public services that address our community's needs and enhance our quality of life.

In the aftermath of Hurricane Andrew, Team Metro was created in 1994 to service the residents of unincorporated Miami-Dade County by providing assistance in accessing County services. Team Metro, via its eight regional neighborhood service centers, and one main downtown office, provides one-stop convenient access to a variety of County services including outreach, direct sales and code compliance. Through outreach initiatives such as the Government on the Go Bus, Neighborhood P.R.I.D.E. Week and the Citizens' Academy, as well as code compliance efforts, Team Metro is educating and assisting residents and merchants to improve the quality of life for all.

It is my pleasure to present to you the Team Metro FY 2003-04 Annual Report, which highlights the Department's accomplishments delivering excellence every day.

Sincerely,

George M. Burgess
County Manager



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Dear Friends and Neighbors:

It is with great pride that I present to you the Team Metro 2003-2004 Annual Report. This year marks the tenth anniversary of Team Metro, and it is the most propitious time to publish the Department's first annual report - highlighting our successes, commending our hard-working, dedicated employees, and thanking those who have supported and helped nurture this agency through the years.

The Team Metro model is unique. Over the past ten years, it has evolved into an integrated service delivery model that facilitates citizen access to county services, partners with neighborhoods through a variety of outreach activities, and addresses threats to our quality of life through code compliance services. Our continuum of services is comprehensive, seamless, and easily accessible through eight neighborhood service centers, the Government on the Go Bus and the Team Metro Answer Center. These services are critical to the goal of maintaining safe, clean, viable, and sustainable communities.

We are excited about the progress made in 2003-2004. During the fiscal year, more than 14,000 outreach cases were handled; 47,000 code compliance cases were resolved; the average time from initial intake of a complaint to first inspection was reduced from 27 days in 2002-2003 to 13 days in 2003-2004; the departmental compliance rate at the warning stage increased to 87%; 851 abandoned vehicles were removed from our neighborhoods; 1,957 lots were cleared; passport transactions totaled 30,000; staff attended 532 community meetings, conducted 84 graffiti paint outs, opened 537,000 information and referral cases; and approximately 10,000 people participated in 268 Government on the Go Bus events.

In addition to our operational performance outcomes, a key departmental strategy involves the utilization of technology to improve organizational efficiency and productivity, while reducing errors and rework. The recent automation of the remediation unit has improved the hands-on case processing timeframes by 79%. This technology enhancement will result in faster response time in removing abandoned vehicles, clearing lots and eradicating graffiti. Other technology initiatives include the electronic document management system (EDMS) project and the lien unit automation. EDMS will augment our case management system -- providing multiple user access and benefits including: greater file security, reporting, and more efficient case handling. This application will enable department-wide paperless case processing within the next two years. The lien unit automation is on schedule to be completed during the 2004-2005 fiscal year. Currently, lien cases are a manual and labor-intensive process. A recent analysis of this automation initiative forecasts a 72% reduction in hands-on case processing time (from 106 minutes to 30 minutes per case). We anticipate that the impact of these efforts will result in significantly increased productivity and improved responsiveness to citizen requests.

Team Metro is the 2004 recipient of a Florida Sterling Council award for its Be the Bridge (service delivery approach) storyboard competition entry. Other 2003-2004 accolades include awards from the National Association of Counties (NACo) for the Melrose Credit Fair and the Making a Difference Award program.

Looking ahead, we are ready to take on the new challenges and maximize opportunities to better serve this community. Focus will be on generating heightened community awareness of county services through outreach, education and marketing efforts. We will continue the strategic expansion of our partnerships, signature programs, and the periodic review of the codes we enforce. We will work collaboratively to establish listening posts and conduct surveys to garner citizen feedback and identify service needs that add value to the citizens we serve. The evolutionary process continues, and the network of Team Metro offices can ultimately become mini county halls providing services the community has identified as relevant.

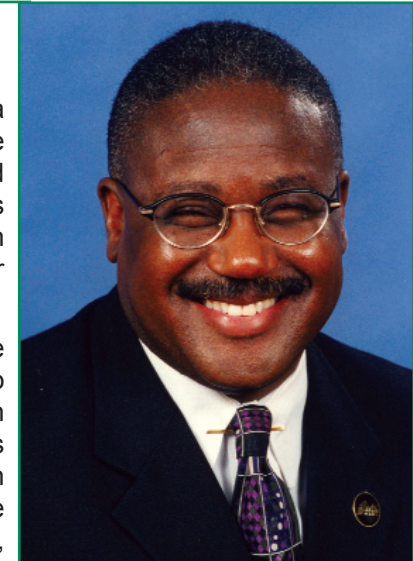
And finally, we look forward to the launch of 3-1-1, which will affect a real paradigm shift for the County. The Team Metro Answer Center will be transformed from being primarily a hotline with limited staffing to a true regional call center operation that interfaces with the County's major service departments and the City of Miami. Residents will enjoy 3-1-1 as the single point of contact to access county services.

Many thanks, and our sincere appreciation to the citizens of Miami-Dade County, the Mayor, Commission, Manager, county departments, homeowner associations and community groups for the tremendous support we have received through the years.

We look forward to serving you in 2004-2005.

Regards,

Sam Walthour, M.S.M.
Director



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



On Wednesday, January 28, 2004, the Florida Sterling Council presented Team Metro Melrose with the Sterling Award for Best Community Impact at the Signature Grand in Davie, Florida. This annual award recognizes the best quality professionals in South Florida, as well as the contributions and importance of leadership in making outstanding quality a key component of success for any organization.

The presentation took place at their annual event that included seminars, a team showcase competition, and storyboards of accomplishments from various public and private organizations. For fourteen years, this event has drawn quality professionals, practitioners, and those who want performance excellence to be South Florida's competitive advantage. The event was a place to share, network, benchmark, and learn about leading ideas, actions, and strategies for implementing

organizational improvement. Attendees and participants were provided with the opportunity to see how others are "doing it." The event also highlighted the Storyboard, which is a 4' x 3' visual display that took into consideration the following criteria: 1) Project Selection; 2) Root Cause Analysis; 3) Solution Development; and 4) Implementation & Impact.

The Team Metro Melrose Storyboard highlighted community issues, innovative programs, and the overall improvements made in Melrose and adjacent communities over the past four years. Partnership is a key element to the successes that Team Metro Melrose has accomplished and as a result, the theme for the Storyboard was "Be the Bridge", linking the community to multiple agencies, services and businesses to improve the quality of life. The Storyboard theme is part of the day-to-day operation of the office, as Team Metro Melrose is a

Sterling Award

bridge to a better quality of life and a more sustainable community for all. It also served as an inspiration for the theme of this year's annual report.

Through the efforts of the Team Metro Melrose Office, the area now has accessible public services and staff that is continuously working to address a variety of issues including unemployment, inadequate housing, undesirable infrastructure and neighborhood overcrowding. Staff has worked diligently in correcting life and safety code violations in a nuisance-ridden neighborhood. As a result, the illegal dumping, as well as rodent and vermin infestation, are gone. They have been replaced with new trees, rehabilitated homes, new infrastructure, and so many additional services - bringing about noted changes and improvements to this blighted pocket of Miami-Dade County. Through the implementation of innovative programs, the community has become motivated, involved and are now advocates for their neighborhood - transforming this once disenfranchised community into a united group that is looking forward to a bright future with many opportunities.

We are most honored to have received this Sterling Award, which embodies our commitment to improving the quality of life for all.



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Team Metro Receives Two NACo Awards

The National Association of Counties (NACo) Award is given to government agencies who have implemented unique methods of providing a service or meeting a need in the community; it is a prestigious recognition that showcases programs that are distinctive in nature. On June 7, 2004, Team Metro received two NACo Awards - one for the "Making a Difference" Award Program and another for the Melrose Credit Fairs. To date, Team Metro has received several NACo Awards for innovative government programs.

The "Making a Difference" Award Program was created by Team Metro Melrose employees in 2002. Staff met and developed the program to recognize community residents and merchants that have demonstrated a commitment to the advancement of unincorporated Miami-Dade County, shown exceptional skills on working and communicating in a diverse community, and are

role models for others because of the positive contributions and impact they have made to our community. Award recipients come from different ethnic and socio-economic backgrounds, but all share a passion for making our county a better place to live, work and play. One award was given by each Team Metro regional office and presented during Neighborhood P.R.I.D.E. Week - April 19-24, 2004, whereby dozens of beautification and community projects took place throughout Miami-Dade County.

The Melrose Credit Fairs are innovative credit sessions that are offered to disadvantaged individuals in Melrose and the surrounding communities. This is the first time this blighted community has been offered these types of direct services. It is also the first time Miami-Dade County (Team Metro and Consumer Services), in conjunction with a non-profit agency (Consumer Credit Counseling Service),

partnered with a bank (CommerceBank) to bring this extremely beneficial program to a needy community. The Melrose Credit Fairs are a perfect example of intergovernmental cooperation and coordination taking place to address a shared problem.

These free sessions offer a variety of information including credit reports and steps to repairing bad credit. The sessions also assist in understanding credit reports, providing personal financial advice, budget and credit counseling, comprehensive housing counseling, delinquent mortgage counseling, debt management plans, educational programs and a comprehensive financial education course. To date, 40 individuals have received assistance and the next Melrose Credit Fair is being planned for late March 2005. It is anticipated that these sessions will be conducted quarterly and expand to include small business owners.

Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Overview of Team Metro

In the aftermath of Hurricane Andrew in 1992, residents united to rebuild their homes and lives. At the time, Miami-Dade County found that it needed to make its services more accessible in order to make the process easier. As such, Project Coordinated Hurricane Andrew Recovery Team (C.H.A.R.T.) was created. A team of County staff worked out of a trailer to be the link between residents and the community; they assisted citizens through the channels of accessing the needed governmental agency. Project C.H.A.R.T. existed for two years and was so successful that the concept was expanded throughout unincorporated Miami-Dade County.

In 1994, Project C.H.A.R.T. was renamed Team Metro and four offices were opened - one in the south, one in the north, one in the west and another in eastern unincorporated Miami-Dade County. As part of the County Manager's Office, they were

tasked with the responsibility of acting as liaisons that would channel community concerns to the appropriate departments. Outreach personnel worked closely with community groups to ensure that Team Metro kept a pulse on our community's needs. They attended homeowners' association, crime watch, and other community meetings to distribute information and ascertain the needs of the residents.

As time progressed, it became evident that additional offices were needed and code compliance was the primary concern in all the neighborhoods. In response, additional offices were opened and code compliance officers were transitioned from other departments and cross-trained. As a result, Team Metro became its own department and one compliance officer was now able to address a variety of concerns on a property - increasing the efficiency and effectiveness

of response time. The integration of outreach and compliance created a mix of services that addressed neighborhood concerns in a more comprehensive manner.

Currently, Team Metro has eight regional offices - Kendall, Melrose, Northeast, Northwest, Northside, University, West, and South; each office provides community outreach and code compliance services, as well as direct services such as U.S. passport acceptance, Golden Passport acceptance, sale of Baby Stroller Permits, Transit passes/tokens, and dog tags. In addition, four of the offices have painters that patrol the County looking for and eradicating graffiti.

The Central Office, which is located in downtown Miami, houses the Director's Office, which is responsible for the overall management of Team Metro - including overseeing all direct sales, marketing and public information initiatives, and the Government on the Go Bus. Also located in the Central Office is the Administrative Services Division that handles all personnel, procurement, accounting, and lien related matters. The Neighborhood Services Division is yet another unit located in the Central Office; they manage all departmental code compliance issues and training for the department.

The Answer Center, recently relocated to the Doral area, is another division of Team Metro; staffed by certified call takers, it provides information and referral to our citizenry. In the event of a potential disaster, the Answer Center is activated and serves as the Miami-Dade County's 24-hour rumor control.





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Strategic Plan

The Miami-Dade County Strategic Plan was written with the mission of "Delivering Excellent Public Services that Address our Community's Needs and Enhance our Quality of Life." To accomplish this, the plan is composed of six service delivery areas:

- Economic Development
- Health and Human Services
- Neighborhood & Unincorporated Area Municipal Services
- Public Safety
- Recreation and Culture
- Transportation

Team Metro wrote its Strategic Business Plan based on the guidelines provided in the area of Neighborhood & Unincorporated Area Municipal Services. These guidelines include:

- Strengthened bond with community
- Provide access to information and services
- Employ well trained, customer friendly staff
- Compliance & remediation

Therefore, Team Metro's Strategic Plan Goals are the following:

Outreach

- 24 hour follow-up time after receiving agency response
- Follow-up with county agency within 24 hours of a past due date
- Provide 24-hour initial response on outreach requests
- Process passport applications within 15 minutes or less
- Meet with 50% of homeowner, community, and business groups within each region
- Maintain a service satisfaction level of 80% or greater

Code Compliance

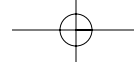
- Minimize number of days to make first inspection
- Minimize time to enter case into CMS database
- Re-inspect properties for compliance within 40 calendar days
- Conduct inspection of overgrown lots or junk/trash within an average of 34 calendar days after a 14-day warning
- Conduct initial inspection of Housing Code complaints within seven calendar days of receipt

Answer Center

- Maintain average time to answer calls at less than 40 seconds
- Resolve 80% of information calls at first contact
- Maintain average time in queue of less than 60 seconds
- Maintain average abandoned call rate of less than 8%
- Maintain accuracy rate of 90% on service request intake
- Maintain percentage of service requests meeting pre-defined Level of Service

Administration

- Achieve lien collection rate of 30% of liens placed
- Reduce personnel turnover rate to 7% or lower during the fiscal year
- Reduce lien processing time frame by 40% due to automation
- Process 90% of all invoices within 30 days

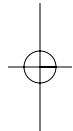


Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



DANIEL GUERRA

Field Officer category-First Place: DANIEL GUERRA, Painter, West Office
Also nominated were Chris Albury (Downtown Office) and Wanda Anthony (Northeast Office)

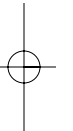


WENDY REYNOSO

Customer Service category-First Place: WENDY REYNOSO, Administrative Secretary, Northeast Office
Also nominated were Bennett Alport (Northeast Office), Paolo Giacomi (Melrose Office), Aurea-Belen Sabater (Northwest Office), and Maribel Ortiz (South Office)

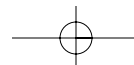


28



MARUF MUCHALLAH

Administrative Support category- First Place: MARUF MUCHALLAH, Lien Supervisor, Administrative Services Division
Also nominated were Ana Utset (Administrative Services Division), Lisa Drucker (Northeast Office) and Maritza Ortega (Melrose Office)





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Employee of the Year Program

The Employee of the Year Program was designed to recognize those employees who excel in service delivery in the following categories: Customer Service, Administrative Support and Field Officer. The recognition program is geared towards spotlighting staff on the "front line" that contribute to the effectiveness of the department on a day-to-day basis. In order to qualify for a nomination, the candidates must be staff below the level of a Division Director or Regional Coordinator and nominated by their peers. A nomination form is completed with a description of the employee's outstanding contributions that have resulted in the recommendation.

A first place winner is selected from each category, and a further selection is made from those top three winners for the Employee of the Year. Once the employee of the year is selected, the runner up in that classification becomes the first place winner for that category. First place winners for each category receive eight hours of administrative leave, while the Employee of the Year receives 16 hours administrative leave and the opportunity to represent the Department at the Florida Neighborhoods Conference.

Delivering Excellence Every Day

2003 Employee of the Year Award

MARITZA ORTEGA

Outreach Supervisor, Melrose Office

Maritza Ortega began her service with Miami-Dade County in 1977. Since then, she has held progressively responsible positions in the Departments of Environmental Resource Management (DERM), Solid Waste Management, and most recently, Team Metro. Maritza has truly provided our external and internal customers with superlative customer service. She has received outstanding ratings on her last two performance evaluations. In 2002, Maritza was selected as one of Miami-Dade County's Loaned Executives to the United Way after a highly competitive County selection

process. The feedback received regarding her performance was exceptional. In addition, Maritza has received an abundance of community commendation letters -- which resulted in her earning several Team Metro Star Service Awards. Her demonstrated creativity and service commitment is universally acknowledged. She is, without a doubt, an outstanding example of the "model" Miami-Dade County employee and proverbial good neighbor.





TEAM METRO || FUNCTIONAL TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates departmental policy and directs overall operations; supervises all regional office and division level operations; performs departmental marketing; public information, media relations, special events, volunteer coordination, and special projects and functions; coordination of Government on the Go Bus

ADMINISTRATIVE SERVICES DIVISION

- Performs departmental fiscal control, accounting, procurement and budget development
- Manages departmental computer network and database operations
- Performs department wide personnel services including hiring and recruitment, payroll, affirmative action, insurance benefits support, monitoring grievances, and other personnel related actions
- Performs lien processing and collections for other county departments
- Provides departmental support for performance measurement and customer service programs

NEIGHBORHOOD SERVICES DIVISION

- Establishes a centralized outreach strategic plan based upon assessed community needs
- Coordinates outreach activities carried out by regional office staff including the expansion of the Pride Week Program and Citizens' Academy
- Provides customer service training
- Tracks and monitors citizen perception of county services to ensure customer satisfaction
- Administers the lot clearing and property removal programs
- Administers minimum housing program
- Coordinates all civil litigation and criminal prosecution review for code violations
- Coordinates graffiti abatement and zero tolerance program with county Departments, Local, State and Federal agencies

ANSWER CENTER

- Conducts countywide citizen information, referral, and intake via the Answer Center
- Provides information to citizens via web, e-mail, and fax in English, Spanish, Creole
- Augments the citizen response function in the regional offices and overflow departments through a countywide virtually linked call center
- Tracks and monitors citizen perception of county services to ensure citizen satisfaction
- Provides for EOC Answer Center support during an emergency or activation
- Provides staff support to the Stephen P. Clark Center (SPCC) information booth and the county Manger's Office

EIGHT REGIONAL OFFICES

CALEB
NORTHEAST
SOUTHDADE
WEST

KENDALL
NORTHWEST
UNIVERSITY
MELROSE

- Reviews, evaluates and investigates written and telephone service requests from citizens, county departments, and other agencies, and oversees implementation of corrective action
- Provides direct assistance and outreach to area residents; direct services include passport acceptance, transit passes and tokens, bike/rail passes, dog tags, and baby stroller parking permit sales
- Provides information to citizens regarding enforcement of applicable county codes
- Works with outreach division to ensure that a variety of outreach activities including community clean ups, graffiti removal, information fairs, and other outreach activities are conducted in response to community needs
- Provides neighborhood code enforcement of applicable county codes
- Provides support to non-zoning community council meetings



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Director's Office

The Office of the Director formulates departmental policy and directs overall operations; supervises all regional office and division level operations.

The Special Projects Coordinator oversees the marketing, public information, media relations, volunteer

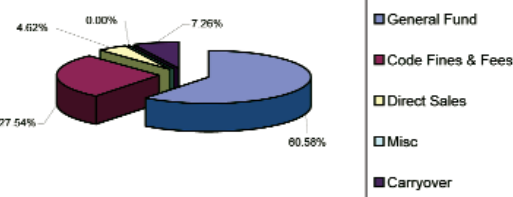
coordination, and special projects. Among these special projects is the staffing, scheduling and management of the Government on the Go Bus, as well as the coordination of the direct services provided at all Team Metro facilities.



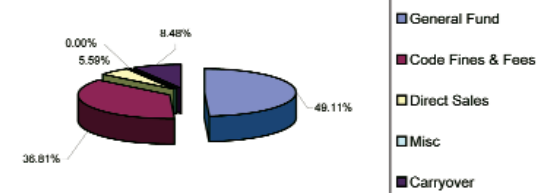
Not Shown, Maria de la Milera

Departmental Financial Summary

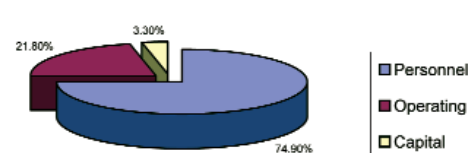
FY 03-04 Budget Revenue Sources



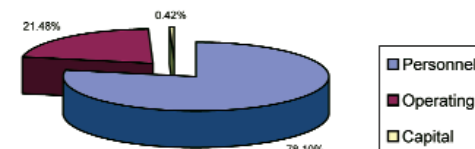
FY 03-04 Actual Revenue Sources



FY 03-04 Budget Expenditures



FY 03-04 Actual Expenditures



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Graffiti Eradication

Team Metro has painters that are housed in the Kendall, South, University, and West Offices. They are strategically stationed in the southern offices because those are the areas where graffiti seems to be more prominent. Although the painters are based out of specific offices, they travel to other areas of the county to eradicate graffiti when needed. In their travels, they are proactive as well as reactive. When graffiti is identified, the painters stop and eradicate it. The Code gives them the authority to paint over graffiti that is visible from the public right-of-way without first having to obtain permission from the property owner. Every effort is made to match the paint color.

Graffiti eradication is not the only capacity that the Team Metro painters serve. They act as another set of eyes in the community. When they see areas of opportunities for the outreach and compliance staff, they share the information and contribute to ensuring that we improve the quality of life in our neighborhoods.

The department has a pressure-cleaner that is often utilized to clean walls prior to painting them. This equipment is quite useful to the regional offices when they are implementing community projects that entail painting. During FY 03-04, the pressure cleaner was used during a Neighborhood Partnership, Responsibility, Involvement, Duty, and Enforcement (P.R.I.D.E.) Week project where they painted an elderly person's house, as well as community graffiti paint-outs and other beautification projects.



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Neighborhood P.R.I.D.E. Program



The Neighborhood Partnership, Responsibility, Involvement, Duty and Enforcement (P.R.I.D.E.) Program was created in 1998. Its objective is to unite citizens, businesses, and other government agencies with Team Metro to plan and implement projects that improve the quality of life in our neighborhoods. The ultimate goal is to instill a sense of ownership and pride in the hearts and souls of those who live and work in the various parts of Miami-Dade County.



Recognizing that children are our future, the P.R.I.D.E. Program sponsors a poster contest in Miami-Dade County elementary schools every year. Businesses donate prizes that are awarded to participating children. Students are encouraged to illustrate their understanding of community pride while showcasing their creative talents. The fiscal year 2003-2004 winning poster was created by Wilfred Pena of Claude Pepper Elementary School, who was awarded a pass to Disney World as a winning prize. The second place winner was Letty Ducos of Melrose Elementary and the third place winner was Richard Pino of Meadowland Elementary.



Although the Neighborhood P.R.I.D.E. Program is functional year round, a week in April is declared as "P.R.I.D.E. Week" and a series of events take place on a daily basis throughout the County every year. This year's Neighborhood P.R.I.D.E. Week took place from April 19-24, 2004 - which kicked-off with a huge celebration at the Cultural Plaza in beautiful downtown Miami. The kick-off included the presentation of a proclamation by the area Commissioner, Bruno Barreriro, and a welcome address by County Manager George M. Burgess, as well as a display of local talent including singers and



dancers. Twenty-seven other community projects took place during the week. From community clean ups to informational block parties, hundreds of residents and businesses caught the "P.R.I.D.E. spirit" and joined in on the activities.

Another component of the Neighborhood P.R.I.D.E. Program is the "Making a Difference Award". Created in 2002, this prestigious award recognizes outstanding individuals who have selflessly given back to their community. Each Team Metro regional office selects a person in their area that has demonstrated exemplary civic involvement in their neighborhood and one award per office is presented to the honorees during P.R.I.D.E. Week. This year's recipients were John Bethea, Morten S. Braverman, Mario Delgado, Frank Irrizary, Charlie McGarey, Rev. Calvin Scott, and Barry James White.



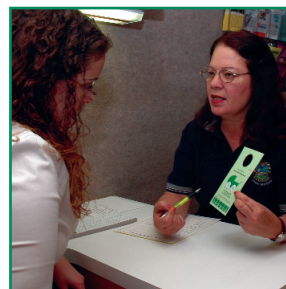
Government on the Go

Did you ever imagine a mobile government office? Through the Government on the Go Bus, Team Metro has brought the services provided at its regional offices, as well as information on all County agencies and programs, to the residents of Miami-Dade County.

In fiscal year 2003-2004, the Government on the Go Bus visited 268 locations and assisted over 10,000 residents of Miami-Dade County. Among the additional services provided at the Government on the Go bus were the Homestead Exemption program (seasonal), the Self-Help

Program of the Administrative Office of the Courts, and the Adopt-a-Tree program of the Department of Environmental Resources Management (DERM).

The Go Bus has visited hospitals, malls, schools, nursing homes, senior centers, welfare offices, County agencies, churches and colleges in an effort to make government more accessible to all. Team Metro looks forward to developing partnerships with other agencies, as well as reaching out to many more communities. We're government on the go -- delivering excellence every day!





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Direct Sales

Team Metro takes great pride in offering constituents as many services as possible in our offices. As residents of Miami-Dade County ourselves, we understand how inconvenient it can be to travel a considerable distance. As an added convenience, Team Metro offers direct sales to the public at all of our eight regional offices, as well as the downtown Central Office.

One of the most popular services provided at the Team Metro offices is the acceptance of U.S. Passport applications. During the 2003-2004 fiscal year, Team Metro processed a total of 30,000 applications accepted at all Team Metro offices and the Government on the Go bus. To accomplish this, a select number of Team Metro staff was especially trained and certified. Although it is not within the jurisdiction of Miami-Dade County to process these applications, Team Metro offers this service as an added convenience to the citizens of Miami-Dade County, and in partnership with the U.S. Department of State.

Another popular service at Team Metro is the sale of the Baby Stroller Parking Permits, which allow parents of children younger than 3 years of age to park in designated parking spaces at businesses with more than 100 parking spaces. A total of 8,114 baby stroller parking permits were sold this fiscal year. Baby Stroller Parking Permits gift certificates may also be purchased at any Team Metro office and the Government on the Go Bus.

In order to offer a one-stop service center to our customers, Team Metro has established partnerships with the following departments:

Miami-Dade Transit Agency (MDTA) - You can purchase all the transit items at any of our facilities, including the Government on the Go bus (tokens, passes and parking permits). Residents may also apply for their Golden Passport, as well as the Patriot Passports at any of our facilities. In addition, Bike and Ride Permits, which allow individuals to take their bicycles on the train/bus, are available at Team Metro facilities. Three Team Metro regional offices have implemented the MDTA Satellite program which further enhance the services provided at all other offices. Applicants can receive their Golden and Patriot Passports immediately at these offices, apply for Special Transportation Services, obtain route information and assistance, as well as receive County job information. These satellite offices are co-located at the Team Metro South, University and Northeast offices.

Animal Services - For those who enjoy caring for a pet, dog license tags may be obtained at any Team Metro facility. The usual evidence of vaccination will be required.



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Team Metro Citizens' Academy

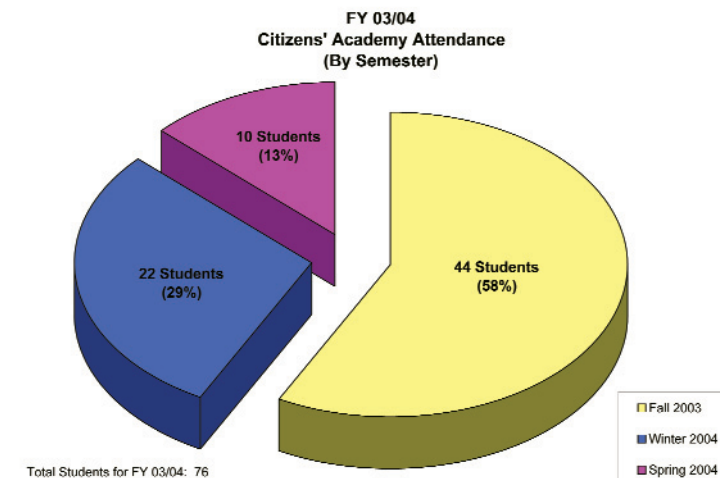


The Team Metro Citizens' Academy was established in April, 2000. The primary goal of the program is to provide our residents with information, tools, and resources to become knowledgeable community members - in addition to encouraging active participation in local government. The existence of the Academy also facilitates interaction between members of different communities, as well as between residents and Miami-Dade County staff.

The initial semester was eight weeks long with 12 participating county departments. The first classes were held at the West Dade Regional Library. After the first semester, other departments became interested in the Academy and asked to be included in the program. As a result, during the following semester, classes were held in the north and south simultaneously, and the semester increased to ten weeks. Tours of county facilities, such as Corrections and Solid Waste, are available for the students upon their request.

The Citizens' Academy is now a 12-week program with 18 participating departments. There are three semesters each year with two classes running concurrently each semester. Class size is limited to 20 students to allow ample time for the presentation, questions, and answers. At the end of each semester, a graduation party is held and each student is awarded a Certificate for Completion. To date, over 300 students have participated in the program.

Last September, the Citizens' Academy program was adapted for Miami Senior High School's Legal and Public Affairs Magnet Program; classes were held in the fall and spring. The program was very well received and began its second year at Miami High School in September, 2004. The Academy is also partnering with Miami-Dade College, North Campus, and a class will be scheduled in the future. At this time, we are exploring partnering with another high school, and also hope to conduct classes at County Commissioner Offices. Classes were originally held at Miami-Dade Public libraries; we have since formed a partnership with Johnson & Wales University and classes are held there, as well as libraries and Team Metro Offices.





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro West Office

The Team Metro West Office is located west of the Florida Turnpike at 3800 SW 137 Avenue, on the 2nd floor. Its regional boundaries are: NW 12th Street on the North; SW 88th Street on the South; Florida Turnpike on the East and the Collier County line on the West. The region also encompasses Commission Districts 9, 10, 11, 12 and Community Council areas 10, 11, 14. The area population is estimated to reach approximately 198,000 by the year 2005.

During this year, the West office responded to 47,667 telephone calls and 9,035 walk-in visitors to our office. Visitors benefited from the direct sale services available at their Neighborhood Service Center. Staff accepted 2,866 U.S. passport applications, issued 618 Baby Stroller Permits, processed 514 Golden Passports, and issued 452 dog tags. Additionally, 2,119 outreach cases and 6,833 code compliance cases were opened.

The West office enjoyed a year filled with many positive activities and accomplishments. Among the most notable are:

- Facilitated a total of 101 proactive Outreach and Code Compliance meetings aimed at resolving community concerns
- Participated in Commission Districts 10, 11, and 12 Town Hall Meetings
- Distributed 26,332 informational packages to area residents
- Partnered with Commission Districts and orchestrated 9 Neighborhood P.R.I.D.E. community beautification activities to include paint-outs, clean-ups, and a Butterfly Garden at Green Glades Elementary
- Partnered with Commission District 11, community agencies and area businesses to host 16 "Government on the Go Bus" events (Kendall Regional Hospital, Herbert S. Saffir Permitting and Inspection Center, Babies 'R' Us, Publix, Winn-Dixie, Sedano's, Navarro, Wal-Mart, K-Mart)



- Participated with Commission District 11 in their Community Outreach Initiative, including the Olympic Park Easter Festival
- Staffed Community Council 11 non-zoning meetings and attended quarterly Community Council Chairs meetings
- Participated in four Career Days with local elementary schools
- Conducted 14 Hurricane Fairs
- Hosted Team Metro Citizen's Academy
- Participated in the Lakes of the Meadows community Miami Children's Hospital fund-raising event





Administrative Services Division

The Team Metro Administrative Services Division (ASD) is committed to excellence through providing efficient and effective services to our internal and external customers.

The Human Resources Section is responsible for administering personnel management functions including recruitment, payroll, open enrollment/benefits administration, worker's compensation, departmental, labor management meetings, and departmental incentive programs. During FY 03-04 the Human Resources Section processed 284 personnel change documents, 60 position requisitions, and 13 reclassification action requests.

During FY 03-04, the Budget, Finance & Procurement Section was responsible for the execution of fiscal transactions (payables/receivables), preparation of the departmental budget, monitoring financial expenditures, and providing support to procure equipment and supplies.

The Lien & Collection Section is responsible for ensuring the collection of all liens recorded by Team Metro in accordance with Chapter 8CC of the Miami-Dade County Code for non-compliance and/or non-payment of civil violation notices. During FY 03-04, the Team Metro Lien and Collections Section processed enforcement case collections for the Building Department, Building Code Compliance Office, The Department of Solid Waste Management (Remediation), and nine Team Metro regional territories.

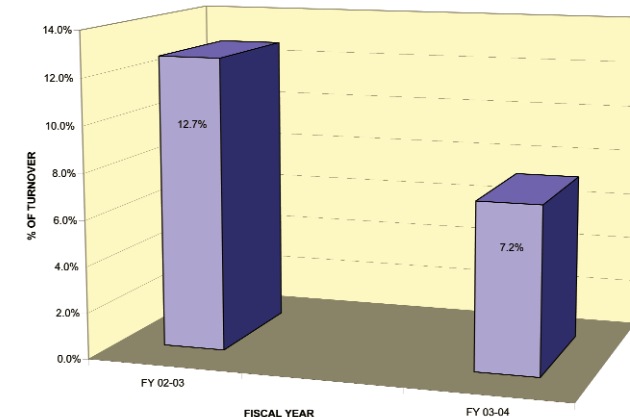
The Management Information System (MIS) Section provided technological support to over 220 department end users during FY 03-04 and is responsible for troubleshooting all information technology service requests. Additional responsibilities included maintaining several departmental applications.

Key ASD objective achieved for FY 03-04 include the following:

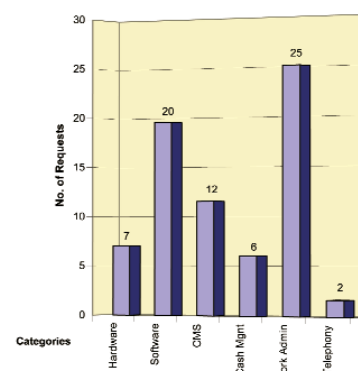
- Filled 53 vacant positions
- Achieved a reduction in turnover from 12.7% in FY 02-03 to 7.2% for FY 03-04
- Exceeded departmental budget revenue of 14.288 million by 10.3 %
- Completed all procurement transactions within an average of three days
- Processed 2330 Notices of intent to lien (4.9% of all code enforcement cases handled by the department)
- Recorded 1905 Liens (82% of all lien cases received)
- Settled 2249 lien cases (97% of all lien cases received)
- Implemented Electronic Document Management System (EDMS) paperless technology to electronically store lien case information
- Implemented the Remediation automation project resulting in a productivity increase from 83 to 160 cases processed per month



TEAM METRO PERSONNEL TURNOVER RATE

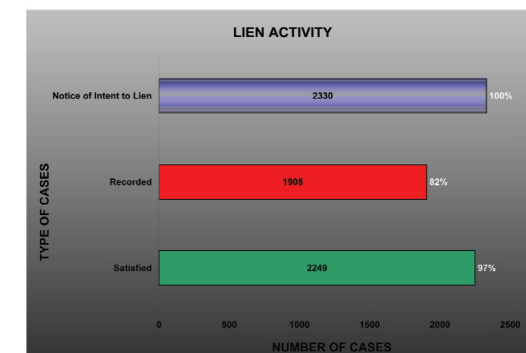


Avg. Monthly IT Helpdesk Requests by Type



Request Made by Category	Hardware	Software	CMS	Cash Mgmt	Network Admin	Telephony
	7	20	12	6	25	2

* Data reported indicates the average number of Information Technology requests received per month per service request type.





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Neighborhood Services Division

The Neighborhood Services Division (NSD) is the central operations division for the department's code compliance operations, as well as training initiatives. It manages the Minimum Housing Unit, the Remediation Unit, the Community Education Unit and the Environmental Investigations Unit (EIU).

The Minimum Housing Unit (MHU) is charged with the enforcement of Chapter 17 of the Code of Miami-Dade County, which ensures that minimum standards are met in rental and owner-occupied dwellings that have four units or less. Their objective is to safeguard public health, safety, and welfare through the correction of substandard housing conditions. During fiscal year 2003-2004, the MHU opened 1,504 cases and closed 1,231 cases.

An intricate aspect of the NSD is the Remediation Unit and its function. Their responsibilities encompass the removal of hazardous conditions in residential neighborhoods and commercial areas. This includes eliminating junk and trash or debris, as well as cutting overgrowth on privately-owned lots, and the removal of abandoned properties from Miami-Dade County right of ways and private property.

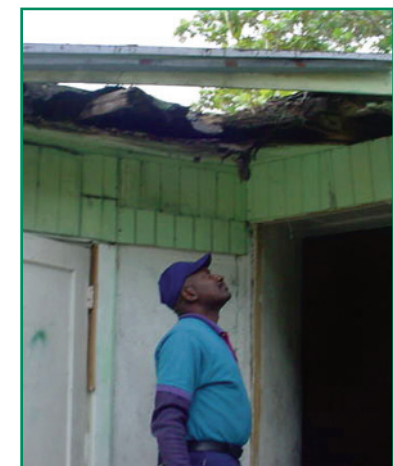
The development, facilitation, and implementation of Team Metro's training initiatives are the responsibility of the Community Education Unit. During fiscal year 2003-2004, the Unit conducted training to 525 internal students on courses such as customer service, 311/Answer Center,

hurricane preparedness, business writing, etc. In addition, they developed and implemented Team Metro University (TMU), a five -week course designed to cross-train staff, to all new employees.

EIU is a specialized unit out-stationed to the Miami-Dade Police Department. They are part of a task force that works to specifically address life safety code compliance issues such as illegal multi-family dwellings, pig farms, derelict vehicles, unlawful storage of construction equipment, excessive junk and trash on residential and commercial properties, businesses operating without required permits, etc. During fiscal year 2003-2004, the EIU opened approximately 925 cases and closed over 960 cases.

Milestone highlights for the NSD include:

- Brought code compliance to illegal multi-family use of single family homes, illegal dental laboratories, unlicensed medical facilities and unlawful organized cock-fighting rings
- Reached a 30% productivity increase for minimum housing cases
- Coordinated with the Florida Association of Code Enforcement (FACE) to register and certify 65% of code compliance officers
- Contributed to the redistricting of Community Council boundaries
- Played a critical role as Configuration Mangers for the new Customer Service Request system
- Cleared 1,957 properties and removed 851 abandoned properties in FY 03-04



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Team Metro University Office



The Team Metro University Office is located at 1409 SW 107 Avenue, across from Florida International University. This office is bounded by a number of municipalities, including the City of Miami, Coral Gables, West Miami, South Miami, and Doral. It serves a population of approximately 390,000 residents -- of which approximately 72% reside within unincorporated areas. The regional boundaries are: NW 12th Street to the North; SW 88th Street to the South; Key Biscayne to the East, and the Florida Turnpike to the West. This office also serves Commission Districts 6, 7, 10, 11, and 12, as well as Westchester Community Council 10.

During fiscal year 2003-2004, the University Office responded to 57,055 telephone calls and 13,007 walk-in visitors. Through the provision of direct sales, 4,530 U.S. Passports were accepted, 1,331 Baby Stroller Permits issued, 3,124 Golden Passports processed, and 100 dog tags sold. In addition, the office opened 2,314 outreach cases and 11,268 code compliance cases. The University Office created a partnership with Miami-Dade County Transit Authority whereby Transit staff shares office space and directly provides on-site services such as the Golden Passport - affording the constituent the opportunity to acquire Golden Passport on the premises. MDTA will also soon offer Special Transportation Services (STS) to the physically challenged.

From October 1, 2003 to September 30, 2004, the University Office achieved the following milestones:

- Participated in Commission Districts 6, 10, 11, and 12 Town Hall Meetings



- Distributed over 1,200 informational packages to area residents
- Partnered with Commission Districts and orchestrated seven Neighborhood P.R.I.D.E. community activities including three community paint-outs, Project Citizen with the Miami-Dade County Public Schools, two career days with elementary schools and a Community Service event at Coral Park High School, and the painting for an elderly lady's house
- Staffed Community Council 10 non-zoning meetings and attended quarterly Community Council Chairs meetings
- Participated in six Career Days with local elementary and high schools
- Conducted four Hurricane Fairs and presentations at Publix and senior centers
- Partnered with church group volunteers for two litter-pickup and graffiti paint-outs
- Became member of Miami Senior High School Legal & Public Affairs Magnet Program Advisory Board
- Participated in WLRN Topical Currents radio show for Citizens' Academy
- Participated on panel for Miami Council for International Visitors
- Conducted Citizens' Academy program for Miami Senior High School - two semesters



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro South Office

The Team Metro South Office, located at 20505 South Dixie Highway in the Southland Mall, has the largest geographical area of the eight Team Metro regional Offices. Its office boundaries are: SW 184th Street on the North; Monroe County Line on the South; Palmetto Bay on the East, and the Everglades on the West. The region includes Commission Districts 8 and 9, as well as Community Councils 14 and 15. Due to the continued development and growth in the South Florida area, the population is projected to reach 198,600 by the year 2005.

Team Metro South is committed to providing quality assistance to citizens. This goal is achieved by providing appropriate information to our customers, seeking voluntary compliance, and equipping staff with the exemplary customer service skills needed to achieve service excellence. During fiscal year 2003-2004 (FY 03-04), the office received 20,923 calls and helped 5,785 walk-in clients. In addition, they processed 1,988 U.S. Passports, 987 passport photos, 2,845 Golden Passports, sold 937 Baby Stroller Permits, 48 dog tags, 1,304 Transit passes, 345 parking permits and 1,463 tokens.

Community outreach, public education, and code compliance are growing demands in the South district. By attending community meetings, staff is better able to inform and educate the citizenry about the Codes that govern unincorporated Miami-Dade County, as well as serve as liaisons between Miami-Dade County government and its citizens. Through their proactive involvement, staff attended 380 community meetings during FY 03-04. In addition, 1,630 outreach cases were opened and referred to the appropriate agencies for action, while 1,643



were closed. Neighborhood Compliance Officers opened 5,511 cases and closed 5,483.

Although the South spearheaded several efforts throughout FY 03-04, the following highlights some of its accomplishments:

- Conducted 15 graffiti paint-outs
- Conducted 14 litter pickup events
- Hosted Team Metro Citizens' Academy
- Conducted a beautification event (house painting of an elderly woman's home)
- Distributed turkeys to 20 low-income families during the Thanksgiving holiday
- Assisted Miami-Dade County Animal Services with their Open House
- Increased graffiti patrol measures in targeted areas
- Worked closely with Teen Court and Greater Miami Services on eradicating graffiti
- Partnered with Community Oriented Policing (COPs) to address community concerns
- Conducted 53 code compliance sweeps within areas of concern
- Participated in the Annual Home Depot Community Involvement Fair
- Partnered with the Hammocks Police Station on community concerns



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Miami-Dade County's Answer Center had an exciting year of enhancements to prepare for the implementation of the regional 311 Answer Center -- a countywide service that can answer questions and inquiries regarding county services, intake and track service requests from the public, and initiate the processes to address the requests within an appropriate period of time. By dialing 3-1-1, residents will be able to call local government regarding community concerns and receive a timely response.

Due to the size and complexity of the 3-1-1 project, numerous phases for implementation were established. Phase 1 was underway during fiscal year 2003-04 (FY 03-04). Six of the larger and more customer-oriented county departments, in conjunction with the City of Miami, worked to develop service requests for the Customer Service Request (CSR) system -- which will track citizen requests and their resolution. In addition, numerous county departments developed interfaces between current case management systems and the new countywide service request system. Commonly referred to as "bi-directional," each interface sends and receives data between the department's established case management system and CSR. These interfaces will allow call-takers at the Answer Center to retrieve status updates on requests from any of the departments involved in Phase 1. Another component is the

Answer Center Operations Division

development of the knowledge base system. In order to develop the most comprehensive informational database, Answer Center staff partnered with Department Directors to gather relevant, thorough, and accurate information regarding each department's functions and services.

Once 3-1-1 is implemented, residents of Miami-Dade County will be able to access non-emergency government services by dialing a single number. They will have the ability to speak with one person in English, Spanish or Creole who will answer questions, research concerns/issues, locate the appropriate person/agency to resolve an issue, and reduce/eliminate transfers.

During FY 03-04, the Answer Center also achieved the following goals:

- Answered over 225,000 information and referral requests
- Responded to over 8,900 e-mail requests for service through the Miami-Dade Web Portal
- Fielded over 9,000 calls during the FTAA
- Made over 458 daily calls to elderly community

members as part of the Telephone Reassurance Program

- Conducted over 10,000 telephone calls on a Mayoral survey regarding healthcare issues
- Developed, delivered and ran the Call Management System for Elections Central for the August 31, 2004 election - 124 call takers trained, used login ids, and used specific Elections-related knowledge base - fielded over 38,000 calls in a five day period
- Received over 40,000 calls from citizens during Hurricane Frances





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro North Central Office

The Team Metro North Central was located in the Miami Gardens Plaza at 18579 NW 27th Avenue. The incorporation of the Miami Gardens area consumed the majority of the office's service area. However, the office was operational during the first six months of fiscal year 2003-2004. During that time, the service area boundaries were as follows: NW 215th Street on the North; NW 103rd Street on the South; NW 47th Avenue, between NW 215th Street and NW 135th Street, and NW 37th Avenue, between NW 135th Street and NW 103rd Street on the West; NE 2nd Avenue, between NW 215th Street and NW 199th Street, and NW 7th Avenue from NW 199th Street to NW 103rd Street on the East. The region serviced Commission Districts 1, 2, and a small portion of 3, as well as Community Council areas 3 and 4.

Located within the boundaries of the region is Pro Player Stadium where the two-time world series winning Florida Marlins and Miami Dolphins play. Other commercial establishments such as Sunshine Industrial area, Denny's, Hess gas station, Race Trac gas station, Citgo gas stations, and several smaller businesses call this area their home. However, the majority of the region is comprised of residential households.

From October 1, 2003 to April 1, 2004, the Office responded to thousands of telephone calls and walk-in visitors to the office. Most of the visitors came to utilize the direct services available - resulting in the acceptance of 2,111 U.S. passport applications, the sale of 700 passport photos, 26 dog tags, 507 Transit passes, 576 Transit tokens, issuance of 310 Baby Stroller Permits, 20 Bike and Ride Permits, and processing of 542 Golden Passports. In addition, staff opened 103 and closed 256 outreach cases. Code compliance efforts



resulted in the opening of 936 cases and closing of 3,207 - with the top three violation types being overgrown vacant lots, abandoned vehicles in the public right-of-way, and commercial vehicles in residential areas.

The North Central Office made many positive contributions to the community before closing its doors on April 1, 2004. Included in those accomplishments are:

- Partnered with Norland Elementary through the Kids and the Power of the Workplace (KAPOW) to teach students how class lessons relate to the work world
- Participated in Commission District 2 Town Hall Meeting
- Conducted several code compliance informational sweeps
- Partnered with the Government on the Go Bus and the Miami-Dade County Police Department during Major's Night Out to provide information and service to the community on-site
- Provided 150 needy families with turkeys for Thanksgiving
- Partnered with the North Dade Regional Chamber of Commerce to organize and implement events



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Team Metro Northwest

In an effort to bring County government closer to the citizens it serves, the Team Metro Northwest Office (TMNW) was established in July 1995. The Office's boundaries are: County Line Road (NW 215th Street) on the North; NW 12th Street on the South; the Everglades (C9 Basin) on the West and fluctuates between NW 37th Avenue, NW 47th Avenue and NW 57th Avenue along the East. TMNW serves Commission Districts 1, 6, 12 and 13 - in addition to Community Council Area 5. By the year 2005, the population is expected to be approximately 524,300.

The Team Metro Northwest Office recently relocated to a storefront office at 7630 Miami Gardens Drive. This relocation, along with the impact of the closing of the Team Metro North Central Office, has substantially impacted the level of demand at the public service counter. Direct sales numbers have doubled since the new office opened - resulting in the sale of 971 Baby Stroller Permits, 134 Transit passes, 174 (rolls of ten) Transit tokens, 61 dog tags, and acceptance of 4,837 U.S. passports. The new office's large

conference room is also now utilized regularly for various community night meetings - free of charge.

The Office serves seven communities - Country Club of Miami, Country Village, West Miami Gardens, Carol City/Lake Stevens, Little Hialeah, Palm Springs North, and C9 Basin/Everglades; each is diverse in terms of population size, community makeup and predominant enforcement needs.

As a result of working with the different communities that comprise the TMNW Office's service region, the Office opened 1,033 outreach cases, as well as 3,432 code compliance cases. Major accomplishments include:

- Planned and implemented 13 hurricane fairs
- Conducted 15 community clean-ups
- Conducted 17 litter pick-ups
- Implemented 14 paint outs
- Participated in 20 career fairs
- Conducted 12 code compliance sweeps





Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro Caleb Office

The Team Metro Caleb Office recently relocated to the new Martin Luther King Office Building at 2525 NW 62 Street on the first floor. Housed in a building with other County agencies, the office provides an avenue for residents and business owners to conveniently access government services. Its regional boundaries are: NW 151st Street on the North; SW 72nd Street on the South; NW 7th Avenue on the East and NW 37th Avenue on the West. In addition to finding a new home during fiscal year 2003-2004 (FY 03-04), the Northside Office also increased its service areas when the Team Metro North Central Office closed in April 2004. The region encompasses Commission Districts 2, and 3, as well as Community Council area 8, and is estimated to have a population of approximately 288,800 in 2005.

During this year, the Caleb Office responded to 13,115 telephone calls and 2,345 walk-in visitors to the office. Many residents took advantage of the direct sale services available -- resulting in the acceptance of 957 U.S. Passport applications, issuance of 389 Baby Stroller Permits, processing of 337 Golden Passports, and issuance of 69 dog tags. Staff also opened 815 outreach cases and 4,441 code compliance cases. In addition, 417 code compliance remediation cases were sent to County contractors for correction -- this included abandoned vehicles, overgrowth, and junk and trash.

The Caleb Office participated in many successful initiatives during FY 03-04 and the following outlines a few of them:

- Facilitated a total of 120 proactive outreach and code compliance meetings aimed at resolving community concerns
- Participated in Commission District 2 Town Hall Meeting
- Distributed approximately 1,000 informational packages to area residents within Commission Districts 2 and 3 during Neighborhood P.R.I.D.E. Week
- Partnered with the City of Miami Beach for Labor Day events
- Participated in FTAA events
- Participated in North Central Charrette & Model City/Brownsville Charrette
- Conducted two Hurricane Fairs
- Hosted Citizens Academy



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



The Team Metro Northeast office is located at 1658 NE Miami Gardens Drive in the Skylake Shopping Center. Its regional boundaries are NE 215th St on the North, NW 179th St on the South, and the Atlantic Ocean on the East. The Western boundary fluctuates as follows: NE 2nd Avenue from N.W. 215th Street to NW 199th Street; North Miami Avenue from NW 199th Street to NW 183rd Street; NW Miami Court from NW 183rd Street to NW 172nd Street; south of the cloverleaf, the western boundary runs parallel to State Road 9 to NW 151st Street; NW 17th Avenue from NW 151st Street to 135th Street; and I-95 from 135th Street to N.W. 79th Street. Service is provided to several communities -- including Belle Camp Manor, Biscayne Bay, Biscayne Gardens, Highland Lakes, and Ives Estates. The region provides service to Commission Districts 1, 2, 3, 4 and 5. It also encompasses Community Council areas 2 and 7, as well as a portion of 8. It is estimated that the area population will reach about 424,100 in 2005.

During this year, they responded to 19,218 telephone calls and 7,878 walk-in visitors. Staff accepted 2,304 passport applications, issued 800 Baby Stroller Permits, processed 1,781 Golden Passports, and sold 168 dog tags. Additionally, 1,530 outreach cases were opened, as well as 3,000 code compliance cases.



Team Metro Northeast Office

The Northeast Office enjoyed a year filled with many positive activities and accomplishments. Among the most notable ones are:

- Conducted 267 litter pickups in the California Club, Ives Estates, Highland Lakes and Skylake areas
- Partnered with the Advocacy Program to canvass and distribute informational material regarding code compliance
- Participated in Career Days at Thomas Jefferson Middle, Ojus Elementary, Greynolds Elementary, and Immaculate Conception School
- Provided conference room to Board Members of the Highland Lakes Homeowners' Association for their meetings
- Partnered with the Department of Environmental Resources Management, Solid Waste Management, and Transit to outstation their services from the Northeast Office
- Hosted two Team Metro Citizens' Academies at Johnson and Wales University
- Organized and implemented the Festival at Skylake - drawing community participation of approximately 1,000 people
- Painted two community walls -- one on County Line Road, and the other on NE 199th Street and NE 22nd Avenue
- Participated in two Intracoastal Police Station "Open Houses" -- one at Highland Oaks Park and the other at Oak Grove Park
- Participated in a Hurricane Preparedness Fair at Home Depot on Biscayne Boulevard and 119th Street
- Participated in town hall meetings for Commission Districts 2 and 4
- Participated in the Health Fair at the Loews Hotel in Miami Beach



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report

Team Metro Kendall Office

The Team Metro Kendall Office is located at 11609 North Kendall Drive. With a staffing complement of 22 employees, it serves the mid-southern portion of Miami-Dade County from North Kendall Drive (SW 88 Street) to Eureka Drive (SW 184 Street), from Biscayne Bay to the Miami-Dade County/Collier County line. The boundary includes portions of County Commission Districts 7, 8, 9, 10, and 11. By the year 2005, the Team Metro Kendall Office will serve a population of approximately 282,000 people, over an area of approximately 150 square miles. This includes outreach services to the municipalities of Pinecrest and Palmetto Bay. In addition, staff provides non-zoning support to Community Council 12.

In FY 2003 - 2004, the Team Metro Kendall Office provided service to a total of 72,946 area residents either in person or via telephone. As a result, a total of 9,265 outreach cases were opened for resolution by staff. Also during this period, the Kendall compliance staff responded to 7,551 code compliance cases -- positively affecting the quality of life in the Kendall region. The Office also provided other services to

the residents, including the sale of 1,626 Baby Stroller Parking Permits, 633 Transit passes and tokens, 908 dog tags, acceptance of 5,569 U.S. Passport applications and 958 Golden Passports. A total of 2,894 locations were obscured of graffiti by the Team Metro painter, which enhanced the appearance of the neighborhood in general.

In addition to the above, other accomplishments achieved by the Kendall Office during FY 03-04 include:

- Conducted interagency code compliance sweeps in the areas of Richmond Heights and Perrine
- Reduced enforcement history response time from 10 days to 4 days
- Coordinated ten neighborhood paint-outs
- Organized and implemented three Neighborhood P.R.I.D.E. Week activities
- Participated in numerous community meetings including Kendall Citizens Advisory Committee, Hammocks Community Advisory Committee, Cutler Ridge Citizens Advisory Committee, Kendall Federation of Homeowners Association,



West Perrine Christian Association, and Perrine Cutler Ridge Council

- Participated in a community event to welcome back troops who served the United States in Iraq
- Educated the citizens of the Kendall region through the distribution of informational materials
- Conducted six Hurricane Preparedness Education fairs
- Participated in the Canned Food Drive to aid in the relief for Haiti and the Dominican Republic
- Collected 74 cell phones for the Dial-A-Life Program, which benefits victims of domestic violence



Bridging the Gap for a Stronger Future • Fiscal Year 2003-2004 Annual Report



Team Metro Melrose Office

The Team Metro Melrose Office is located at 2340 NW 27 Avenue, north of the Miami River and east of Miami International Airport. Its regional boundaries are: State Road 112 on the North; NW 7th Street on the South; NW 72nd Avenue (Milam Dairy Road) on the West; and Biscayne Bay on the East. The region encompasses Commission Districts 2, 3, 5 and 6, as well as Community Council areas 2 and 16. The 2000 U.S. Census population count for Melrose showed 6,000 residents, with 97% being of Hispanic origin. The Team Metro Melrose Office, which is funded through the Federal Empowerment Zone, is unique among Team Metro offices. A true multi-agency approach is being used to assist in addressing complex and long-standing issues that challenge the Melrose community.

During fiscal year 2003-04, the Melrose office responded to 31,271 telephone calls and assisted 2,614 walk-in visitors at our office. As a result, staff processed 359 Golden Passports and 223 U.S. Passport applications, issued 144 Baby Stroller Permits, issued 96 Transit Passes and Tokens, issued 21 dog tags and one Bike and Ride Pass. Additionally, 751 outreach cases were opened, and 708 were closed. Code compliance efforts resulted in 897 cases being opened, and 1,065 closed. The Melrose office enjoyed a most successful year filled with many positive activities and accomplishments. Among the most notable:

- Conducted 10 Hurricane Fairs
- Created and implemented the Melrose Care Team Program, which provided emergency services to 200 individuals
- Created and implemented the first Melrose Credit Fair, which assisted 50 individuals



- Created and implemented the first Melrose Job Fair, which assisted 100 individuals
- Distributed 120 turkey dinners via the Melrose Thanksgiving Turkey Distribution Program
- Coordinated and participated in the second annual Melrose Night Out Against Crime
- Coordinated and participated in the Melrose Holiday Toy Distribution Program that assisted 1,500 needy children
- Created and implemented an inter-departmental Litter Removal Program which conducted 20 community clean-ups
- Facilitated a total of 255 proactive outreach and code compliance meetings and community events
- Participated with Commission District 2, 3, 5 and 6 in their community outreach initiatives
- Implemented a beautification project during the Community Development Block Grant (CDBG) Program Week
- Participated in five Career Days with local elementary and middle schools
- Partnered with Commission Districts 2, 3, 5 and 6 and orchestrated 13 Neighborhood P.R.I.D.E. community beautification activities including paint-outs, clean-ups, a poster contest, and a mural at Comstock Elementary School

